



GOVERNOR'S OFFICE OF EQUAL OPPORTUNITY

State Capitol Executive Tower
1700 W. Washington, Suite 156
Phoenix, Arizona 85007
Phone: 602-542-3711 FAX: 602-542-3712



December 13, 2007

Dear Director:

Each year the Governor's Office of Equal Opportunity requests information about state employees in your agency. This data is then aggregated into a summary form and presented to our Governor for her review. This data is also the basis for mandated statewide reports to the U. S. Equal Employment Opportunity Commission and the U. S. Department of Justice.

Enclosed please find information concerning your agency's 2008 Equal Employment Opportunity Report, reviewing data for calendar year 2007. Our office is setting Friday, February 8th, 2008 as the deadline for your agency's 2008 Equal Employment Opportunity Report.

For agencies with more than fifty (50 or more) Full Time Equivalent (FTE) positions, please complete and return a hard copy of the following documents:

1. An EEO Policy Statement: Please print this document on agency letterhead and insert the name of your agency as indicated throughout the document. Include full contact information for the designated agency Equal Employment Opportunity Administrator. Indicate the location where this policy is accessible to employees (website address and physical locations). This Policy Statement should be signed and dated by the agency Director;
2. A Hiring Summary: This sheet is Agency workforce numbers based on HRIS data as of December 31st, 2007 (provided by HRIS on January 4th, 2008). This information includes both new hires and interagency transfers. If your agency does have an active Diversity Plan, or Cultural Competence policy please include a copy of these documents. Initiatives in the planning stages of implementation will be not be considered active;
3. A Workforce Analysis Chart: Complete this worksheet using the Agency EEO4 and exception report as of December 31st, 2007 (provided by HRIS on January 4th, 2008). An Excel template and instructions have been included for you to complete your workforce analysis;
4. An Agency Barrier Analysis: Please identify agency problems and barriers in recruiting diverse applicants using the workforce analysis. An Excel template has been included for you to complete your Barrier analysis;

(Continued)

5. An Agency Strategic Plan for 2008: A template has been included for you to provide a narrative description of the agencies strategy to address areas where workforce representation is below parity norms. Please collaborate with agency recruiters to develop an optimal strategic plan to attract diverse applicants. Include full contact information for internal staff members responsible for recruitment efforts within the agency. A semi-annual follow up is planned to evaluate the results produced.

The Governor's Office of Equal Opportunity hosted an orientation session on December 12, 2007, from 9:00 am to 11:00 am at the State Capitol to answer questions related to the Equal Employment Opportunity plan. A copy of the orientation session packet may be downloaded from our website at http://azgovernor.gov/eop/PlanningKit_Large.asp

A hard copy of the above listed documents should be submitted via inter-agency mail to:

Governor's Office of Equal Opportunity
Attn: Manuel Cisneros
1700 West Washington Street, Suite 156
Phoenix, Arizona 85007

Please include a cover letter from your agency Director to Governor Janet Napolitano by **Friday, February 8th, 2008** (no exceptions will be made).

The Governor's Office of Equal Opportunity will send a letter of confirmation once the report is received.

Please contact the Governor's Office of Equal Opportunity at (602) 542-3711 with any questions that you may have concerning this request.

Very truly yours,

Manuel V. Cisneros
Director
Governor's Office of Equal Opportunity

cc: Agency EEO Administrator

(AGENCY NAME)

2008 Equal Opportunity Employment Policy Statement

In recognition of its legal and moral obligations, the (Agency Name) hereby commits itself to a policy of nondiscrimination as follows:

1. All personnel transactions shall be upon merit without regard to race, color, sex, sexual orientation, religion, national origin, age, veteran status, disability status (except when any of these factors is an existing bona fide occupational qualification). To determine the qualifications of veterans, only that portion of their military record, including discharge papers, which is relevant to the job for which the veteran is being considered, should be used.
2. All (Agency Name) management personnel shall actively support recruitment and career development programs to ensure equitable representation of minorities, females, youth, seniors, LBGT and individuals with disabilities, special disabled veterans and Vietnam Era veterans in all job categories and pay grades.
3. The (Agency Name) will incorporate reasonable accommodation personnel practices in order to facilitate the employment and advancement of qualified special disabled veterans and disabled persons. Reasonable accommodations will be provided to otherwise qualified applicants or employees with disabilities, unless the accommodation would impose an undue hardship on the operation of the Department or would impose a direct threat to the health or safety of the individual or others in the workplace.
4. The (Agency Name) shall not discriminate against any qualified employee or applicant for employment because he or she is a person with a disability, a disabled veteran or a Vietnam Era veteran. Equal Opportunity applies to such employment practices as hiring, upgrading, demotion, transfer, recruitment, advertising, layoff, termination, rates of pay or other forms of compensation, selection for training, job assignments, accessibility, working conditions and special duty details.
5. Harassment on the basis of sex is a violation of Federal and State employment discrimination laws, and harassment on the basis of sex or sexual orientation will not be tolerated in the workplace. The (Agency Name) shall not tolerate discrimination in the agency as it creates an intimidating, degenerating, hostile and offensive working environment. Persons harassing and/or condoning harassment of others will be dealt with swiftly and vigorously by disciplinary action up to and including termination. Each employee has an affirmative duty to maintain a workplace free of harassment, intimidation, discrimination, and retaliation.

6. The Department will post the Equal Opportunity Policy throughout departmental facilities.
7. All written bid announcements, request for proposals, employment announcements, requests for applications, program brochures, literature and general solicitations shall include the phrase:

“AN EQUAL EMPLOYMENT OPPORTUNITY AGENCY”

The (Agency Name) is committed to taking equal opportunity to employ and advance in employment qualified females, minorities, individuals with disabilities, special disabled veterans, and Vietnam Era veterans at all levels of employment.

As Director of the (Agency Name), I am committed to the principles of Equal Employment Opportunity. To ensure the dissemination and implementation of the Equal Opportunity Program throughout all levels of the Department, (Name of Equal Opportunity Administrator) shall serve as the Equal Opportunity Administrator for the (Agency Name).

All Divisions and management personnel shall actively support recruitment and career development programs to ensure equitable representation of females, minorities, and individuals with disabilities, special disabled veterans and Vietnam Era veterans in all job categories.

This policy is accessible to employees (website address and physical location within agency).

Director's Signature

Date



Equal Employment Opportunity Report

AGENCY HIRING SUMMARY

Please complete the following information only for those employees that were hired (both new hires and interagency transfers) during **January 1, 2007 – December 31, 2007**

Number of Employees Hired during 2007 _____

Asian American/Pacific Islanders _____

African Americans _____

Hispanic _____

Native Americans _____

Non-Minority _____

Unspecified _____

Females _____

Males _____

Individuals with Disabilities _____

Age 40 and above _____

Veterans _____

Veterans with Disabilities _____

Vietnam Era Veterans _____

Gulf War Veterans _____

Covered Employees (Merit System) _____

Uncovered Employees (FTE) _____

Full Time Employees (FTE) _____

Other Than Full Time Employees _____

*Does your agency have a Diversity Plan? Yes No

*Does your agency have a policy on Cultural Competence? Yes No

* Note: If your agency does not currently have an active policy or plan, please select 'no'.

Department of _____

Workforce Analysis *Review of Calendar Year 2007*

Utilization of Asian Americans and Pacific Islanders

Occupational Categories	Total Employees	Asian Americans			Total Percent	CLF %	Parity	Utilization	Parity Goal
		Males	Females	Total					
Officials/Administrators	0	0	0	0	#DIV/0!	2.2%	0	parity	0
Professionals	0	0	0	0	#DIV/0!	4.0%	0	parity	0
Technicians	0	0	0	0	#DIV/0!	3.5%	0	parity	0
Protective Services	0	0	0	0	#DIV/0!	1.3%	0	parity	0
Paraprofessionals	0	0	0	0	#DIV/0!	0.2%	0	parity	0
Office & Clerical	0	0	0	0	#DIV/0!	2.0%	0	parity	0
Skilled Craft	0	0	0	0	#DIV/0!	1.6%	0	parity	0
Service Maintenance	0	0	0	0	#DIV/0!	2.4%	0	parity	0
Total Agency Employees	0	0	0	0					

Department of _____

Workforce Analysis *Review of Calendar Year 2007*

Utilization of African Americans

Occupational Categories	Total Employees	African Americans			Percent	CLF	Parity	Utilization	Parity Goal
		Males	Females	Total					
Officials/Administrators	0	0	0	0	#DIV/0!	2.4%	0	parity	0
Professionals	0	0	0	0	#DIV/0!	3.0%	0	parity	0
Technicians	0	0	0	0	#DIV/0!	3.5%	0	parity	0
Protective Services	0	0	0	0	#DIV/0!	5.3%	0	parity	0
Paraprofessionals	0	0	0	0	#DIV/0!	2.2%	0	parity	0
Office & Clerical	0	0	0	0	#DIV/0!	3.7%	0	parity	0
Skilled Craft	0	0	0	0	#DIV/0!	2.0%	0	parity	0
Service Maintenance	0	0	0	0	#DIV/0!	3.3%	0	parity	0
Total Agency Employees	0	0	0	0					

Department of _____

Workforce Analysis *Review of Calendar Year 2007*

Utilization of Hispanics

Occupational Categories	Total Employees	Hispanics		Total	Percent	CLF	Parity	Utilization	Parity Goal
		Males	Females						
Officials/Administrators	0	0	0	0	#DIV/0!	11.6%	0	parity	0
Professionals	0	0	0	0	#DIV/0!	9.4%	0	parity	0
Technicians	0	0	0	0	#DIV/0!	14.8%	0	parity	0
Protective Services	0	0	0	0	#DIV/0!	17.4%	0	parity	0
Paraprofessionals	0	0	0	0	#DIV/0!	14.7%	0	parity	0
Office & Clerical	0	0	0	0	#DIV/0!	18.3%	0	parity	0
Skilled Craft	0	0	0	0	#DIV/0!	29.4%	0	parity	0
Service Maintenance	0	0	0	0	#DIV/0!	35.9%	0	parity	0
Total Agency Employees	0	0	0	0					

Department of _____

Workforce Analysis *Review of Calendar Year 2007*

Utilization of Native Americans

Occupational Categories	Total Employees	Native Americans			Percent	CLF	Parity	Utilization	Parity Goal
		Males	Females	Total					
Officials/Administrators	0	0	0	0	#DIV/0!	2.2%	0	parity	0
Professionals	0	0	0	0	#DIV/0!	2.5%	0	parity	0
Technicians	0	0	0	0	#DIV/0!	3.9%	0	parity	0
Protective Services	0	0	0	0	#DIV/0!	5.7%	0	parity	0
Paraprofessionals	0	0	0	0	#DIV/0!	8.3%	0	parity	0
Office & Clerical	0	0	0	0	#DIV/0!	3.7%	0	parity	0
Skilled Craft	0	0	0	0	#DIV/0!	5.4%	0	parity	0
Service Maintenance	0	0	0	0	#DIV/0!	4.9%	0	parity	0
Total Agency Employees	0	0	0	0					

Department of _____

Workforce Analysis *Review of Calendar Year 2007*

Utilization of Non Minority

Occupational Categories	Total Employees	Non Minority		Total	Percent	CLF	Parity	Utilization	Parity Goal
Officials/Administrators	0	0	0	0	#DIV/0!	*	*		*
Professionals	0	0	0	0	#DIV/0!	*	*		*
Technicians	0	0	0	0	#DIV/0!	*	*		*
Protective Services	0	0	0	0	#DIV/0!	*	*		*
Paraprofessionals	0	0	0	0	#DIV/0!	*	*		*
Office & Clerical	0	0	0	0	#DIV/0!	*	*		*
Skilled Craft	0	0	0	0	#DIV/0!	*	*		*
Service Maintenance	0	0	0	0	#DIV/0!	*	*		*
Total Agency Employees	0	0	0	0					
* Not Applicable									

Department of _____

Workforce Analysis *Review of Calendar Year 2007*

Utilization of Females

Occupational Categories	Total Employees	Females	Total	Percent	CLF	Parity	Utilization	Parity Goal
Officials/Administrators	0	0	0	#DIV/0!	39.5%	0	parity	0
Professionals	0	0	0	#DIV/0!	50.6%	0	parity	0
Technicians	0	0	0	#DIV/0!	52.6%	0	parity	0
Protective Services	0	0	0	#DIV/0!	19.5%	0	parity	0
Paraprofessionals	0	0	0	#DIV/0!	49.8%	0	parity	0
Office & Clerical	0	0	0	#DIV/0!	66.8%	0	parity	0
Skilled Craft	0	0	0	#DIV/0!	6.3%	0	parity	0
Service Maintenance	0	0	0	#DIV/0!	40.7%	0	parity	0
Total Agency Employees	0		0					

Department of _____

Workforce Analysis *Review of Calendar Year 2007*

Utilization of Males

Occupational Categories	Total Employees	Males	Total	Percent	CLF	Parity	Utilization	Parity Goal
Officials/Administrators	0	0	0	#DIV/0!	*	*		*
Professionals	0	0	0	#DIV/0!	*	*		*
Technicians	0	0	0	#DIV/0!	*	*		*
Protective Services	0	0	0	#DIV/0!	*	*		*
Paraprofessionals	0	0	0	#DIV/0!	*	*		*
Office & Clerical	0	0	0	#DIV/0!	*	*		*
Skilled Craft	0	0	0	#DIV/0!	*	*		*
Service Maintenance	0	0	0	#DIV/0!	*	*		*
Total Agency Employees	0		0					
*Not Applicable								

Department of _____
Workforce Analysis
Review of Calendar Year 2007

CLF Percentages (Civilian Labor Force) are based on 2000 Census Special EEO Tabulation prepared by AZ DES Research Administration, March 2004. AZ Workforce Analysis data is based on December 2007 data and on full time employees only. **This report excludes (?) employees due to various reasons. Please see HRIS EEO-4 Exception Report for further detail.**

Due to changes in occupational categories (4) from the 1990 Census to the 2000 Census the following will be treated as corresponding categories until a more accurate crosswalk is created: ¹*Officials/ Administrators* corresponds with *Officials and Managers*; ²*Protective Services* corresponds with *Protective Services: Sworn*; ³*Paraprofessionals* corresponds with *Protective Services: Non-Sworn*;

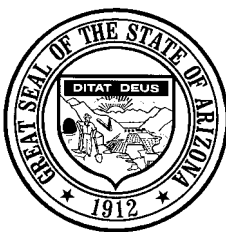
Arizona **Department of**_____

Barrier Analysis

Review of Calendar Year 2007

List each job category within the protected group that did not meet parity. Identify agency problems and barriers in recruiting diverse applicants.

Protected Group/Job Category	Barriers



(INSERT AGENCY)

Strategic Action Plan

1/1/08-12/31/08

Vision

A diverse multi-cultural workforce that reflects the community, promotes equal opportunity at all levels of public employment, and creates an inclusive work environment that enables all individuals to perform to their fullest potential free from discrimination.

Outcomes

1. A diverse and culturally competent workforce (reflective of labor market parity standards and reflective of our client populations).
2. Culturally competent and accessible services that enable us to better understand and respond to our clients' needs.
3. A system of accountability for achieving a broad vision of diversity and cultural competency.

Strategies

1. Enhance diversity through recruitment and selection

1.1 Provide recruitment, interviewing, and hiring tools/resources/guidelines for managers

Activity: (Insert Activity)

1.2 Perform recruitment outreach from Human Resources and local offices or units to meet workforce diversity needs as well as client/customer service demographic needs.

Activity: (Insert Activity)

2. Retain workforce diversity by instituting welcoming environment practices, and by providing support systems and opportunities for professional growth and career advancement

2.1 Design and implement a mentorship program

Activity: (Insert Activity)

2.2 Institute “welcoming environment” practices throughout the state

Activity: (Insert Activity)

2.3 Perform exist interviews of all staff that capture employee perceptions of inclusion, respect and welcoming environment practices.

Activity: (Insert Activity)

2.4 Provide professional development opportunities to assist in upward mobility

Activity: (Insert Activity)

3. Reduce employment barriers for people with disabilities

3.1 Implement reasonable accommodation policy for agency employees.

Activity: (Insert Activity)

3.2 Provide Accessibility and Accommodation Guidebook to management and staff

Activity: (Insert Activity)

4. Provide services that are more culturally competent

4.1 Design and provide foundation for Cultural Competency training for all staff

Activity: (Insert Activity)

4.2 Continue to provide management trainings titled Cultivating a Diverse Workforce, and Creating a Positive Work Environment

Activity: (Insert Activity)

4.3 Improve access to, awareness of, and contents of the Governor’s Office of Equal Opportunity web site

Activity: (Insert Activity)

4.4 Improve compliance with Arizona state policy for non-discrimination on the basis of disability for programs, services and activities regarding alternative format and language assistance services.

Activity: (Insert Activity)

- 4.5 Provide agency employees with additional opportunities to improve culturally competent services and workplace practices

Activity: (Insert Activity)

- 4.6 Review and implement an annual Diversity Marketing Plan

Activity: (Insert Activity)

- 4.7 Collaborate with community partners to promote cultural competency in statewide client service delivery and resource development

Activity: (Insert Activity)

5. Create an infrastructure for performance accountability

- 5.1 Incorporate diversity expectations and duties in management position descriptions.

Activity: (Insert Activity)

* * *



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Phoenix, Arizona 85007
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CHECKLIST Large Agency 2008 EEO Plan

Cover Letter _____

EEO Policy Statement _____

- Contact information for the designated agency Equal Employment Opportunity Administrator.
- Location where this policy is accessible to employees (website address and physical locations)

Hiring Summary _____

- Copies of active Diversity Plan and/or Cultural Competence policy. Initiatives in the planning stages of implementation will be not be considered active

Workforce Analysis Chart _____

Barrier Analysis _____

Strategic Action Plan _____

- Collaborate with agency recruiters to develop an optimal strategic plan to attract diverse applicants.
- Include full contact information for internal staff members responsible for recruitment efforts within the agency.
- A semi-annual follow up is planned to evaluate the results produced.

AGENCY:
SUBMITTED BY:
DATE:

Comments: